

Agency Strategic Plan

The Library Of Virginia

Agency Mission, Vision, and Values

Mission Statement:

The Library of Virginia preserves the legacy of Virginia's culture and history and provides access to the most comprehensive information resources for and about Virginia.

Agency Vision:

The Library of Virginia will be the Commonwealth's leader in statewide library and archival services and the world's foremost research and educational institution dedicated to the history and culture of Virginia.

Agency Values:

- **Support of mission and vision**
To support the mission and vision of the Library of Virginia
- **Accordance with the objectives of the Council on Virginia's Future**
To manage in accordance with the objectives of the Council on Virginia's Future
- **Professional and ethical standards**
To operate according to the highest professional and ethical standards
- **Service**
To provide courteous, timely, and accurate service
- **Stewards of the resources**
To be responsible stewards of the resources entrusted to our care
- **Open communication**
To foster open communication in a supportive and trusting environment
- **Teamwork**
To encourage teamwork and staff involvement in decision-making
- **Integrity and mutual respect**
To treat others with integrity and mutual respect

Agency Executive Progress Report

Current Service Performance

The Library of Virginia has come a long way since the move to its new building eight years ago. It has increased its visibility and the public's awareness of its programs and services. It has substantially expanded its outreach in the Richmond community and across the state by taking programming to other locales and strengthening the Library's service to all Virginians. The new Library facility has allowed the Library to mount exhibitions, host meetings and workshops, and offer a wide array of public programs, lectures, and book talks that have brought new audiences to the Library. The Library's visitation has grown from an average of 55,000 visitors per year in the old location to 120,000 in the past fiscal year. In addition, the Library's web site, which contains many finding aids, research resources, informational databases, and digital copies of documents and images has greatly expanded the Library's reach, recording more than 2.1 million user sessions per year.

The Library's current building and its off-site Records Center provide secure, climate-controlled conditions for the Library's vast printed and manuscript collections, which range from rare books and manuscripts dating back to the period before the founding of the Virginia colony at Jamestown to the latest government, business, and educational materials. The collections have grown exponentially since the Library's move, through legislative mandate, purchase, and donations. In the past five years, the Library's printed collection has grown from 1,746,782 to 1,827,007 books, periodicals, newspapers, pamphlets, government publications, microforms, and other materials. The archival collections have expanded from 59,536 cubic feet (approximately 89.3 million manuscript items) to close to 65,141 cubic feet (or approximately 97.7 million items) today. Taken as a whole,

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the Library of Virginia's holdings comprise the most comprehensive collection devoted to Virginia history, government, and culture in the world. Among other things, the collection documents the unique role that Virginia has played in the American experience.

The collections, and the expertise and helpfulness of the Library's staff, enjoy a wide and excellent reputation, and researchers who visit the Library often commend the agency for the service they received. The acknowledgement section of virtually every new book published in the field of Virginia history contains commendation of the Library's archival, reference, and historical staff and the Library's incomparable collections.

In addition to serving as the reference and research library at the seat of government and as the archival agency for the Commonwealth, the Library also provides extensive consulting services to Virginia's ninety-one public library systems and to other libraries in areas such as library administration, planning for excellence, children's and youth services, trustee responsibilities, and technology. The Library also works with 545 state and local agencies and more than 1,800 records officers to ensure that they manage Virginia's public records in accord with the Virginia Public Records Act. The Library's records management consulting services include special guidance and advice on managing records in the electronic environment.

Not all areas have seen growth in recent years. Budget reductions in 2001 and 2002 caused service curtailment in several key areas, most notably the elimination of the extremely popular Virginia Cavalcade magazine, which the Library had published since 1951; the curtailment of the Library's Digital Library Program; the cancellation of numerous book orders and serial subscriptions, creating noticeable gaps in the collection; and the elimination of all state funding for Find It Virginia databases, which provide round-the-clock access to powerful information tools to all Virginia citizens.

Despite these setbacks, the Library is extremely proud of its service record in all these areas and has made great strides in the past several years to improve and expand services, to heighten customer satisfaction, and to manage the agency as effectively and efficiently as possible. The Library does not rest on its laurels, however, but constantly seeks ways to refine and improve within the limits placed on it by fiscal constraints.

Productivity

The Library constantly strives to increase productivity and has taken a number of steps in recent years that have made it possible to survive after the recent downsizing of state government. Staff access to and training in technology have been the most important productivity consideration. The Library has put together a cracker-jack information technology team that keeps staff running around the clock, with help desk response times greatly reduced in the past three years. The Library has increased special application development and support, enabling staff to use computing power to compensate for reduced manpower wherever possible. The Library purchased and has implemented a highly sophisticated and adaptable integrated library system that had a steep learning curve but is now beginning to pay dividends. Through the new system, the Library has enhanced customer service, allowing researchers to search for information more comprehensively across all the collections, and has improved staff productivity in areas such as acquisitions, cataloging, and processing. The Library also regularly reviews its organizational structure and looks for ways to combine functions and positions and to streamline activities, when possible, and evaluates every vacancy that arises to determine whether there might be a better way to allocate the open position.

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Major Initiatives and Related Progress

The Library has two new technology-related initiatives currently underway. The first is the development, in conjunction with the Virginia Information Technologies Agency (VITA), of a statewide digitization and microfilming contract to facilitate the Library's work in assisting circuit court clerks with reformatting and preservation of their records. The second is the procurement and eventual implementation of a new system and software to manage the Commonwealth's public records that are under the Library's control. Other important initiatives include the reformatting and filming of the Brock Collection, a large and rich collection of materials relating to Virginia's early history that is owned by the Huntington Library in California and currently inaccessible to any but a small group of professional scholars and researchers, and expansion of unique Virginia content and materials available through the Library of Virginia's web site. Another technology initiative that the Library is committed to continuing, in partnership with the public library community in the state, is the Infopowering the Commonwealth initiative. The Infopowering initiative was launched to promote and support public access computing, Internet connectivity, and quality information resources in all Virginia public libraries. The most important component of this initiative is Find It Virginia, a collection of research and information databases that are available around the clock to all Virginia libraries and citizens with library cards.

Finally, the Library has initiated a comprehensive study of public libraries in Virginia, seeking to determine what programs and services Virginia's public libraries need as they enter the twenty-first century. The findings and recommendations from this study will guide the future direction of the Library's library development activities in the coming years.

Virginia Ranking and Trends

As the sole agency in the Commonwealth with responsibility for managing the state's public records, serving as the archival agency for Virginia's historically significant documentary heritage, and the sole agency designated to administer aid funds and provide guidance to the state's ninety-one public library systems, the Library stands alone in the ranking of archival and library agencies in Virginia. Each state in the United States has a state library and a state archival agency, but Virginia's ranking among them differs depending on the element being compared (funding, population served, staffing levels, number of items in the collection, etc.)

The best location for statistical information and comparisons among state libraries in the United States can be found on the web site of the Chief Officers of State Library Agencies (COSLA) at www.cosla.org.

The Council of State Historical Records Coordinators (COSHRC) is currently assessing data gathered in a recent in-depth survey of state archival programs. This data should soon be available to the public and will provide insight into the ranking of the Library's archival program. The Society of American Archivists (SAA) has also launched the A*Census project, the first comprehensive nationwide survey of the archival profession. Taken together, these two analyses will enable the Library in the near future to compare its archival program and staff to those in other states. What we can say with confidence now is that, based on visitation statistics, Virginia's archives are the most heavily visited of all the state archives in the nation.

The Library's ranking in one service area is not at all positive, and we are hopeful that we will be able to change this in the future. The Library is woefully underfunded in comparison with peer institutions in the state in terms of its collection development budget, which can be found in the service area titled Research Library Services (146-02). The Library currently ranks well below small research libraries that serve only their student bodies (such as the Virginia Military Institute, Marymount University, and Longwood University) and below many of the state's public libraries (such as Williamsburg Regional and Richmond Public Library). Our electronic subscription budget is approximately 4 percent of that of the University of Virginia and ranks below the Virginia Military Institute, Southwest Virginia Community College, and Averett University.

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Customer Trends and Coverage

Since its move to a new building in 1997, the Library has seen a strong upsurge in visitors, both actual and virtual. Visitation to the Library has more than doubled and user sessions on the Library's web site have grown exponentially, with more than 1.8 user sessions per year. We are anticipating a leveling off or modest growth in actual visitation (with growth tied to the Library's ability to attract new audiences to Library programs). The Library has also seen a substantial increase in on-line users of its web site, and this segment of the customer base is expected to increase as new research resources are added to the site. Library customers definitely want to see a greater number of unique Virginia documents and contents placed on the site, but meeting this demand in the wake of substantial cuts in staffing in 2002 will be a challenge. We have made technological improvements that are less labor intensive, offering wireless service for researchers with laptops in the Library's reading rooms and café area and making it possible to order copies of Library materials and photographs online, but wider digitization efforts are extremely expensive and beyond the Library's current fiscal capability.

Without a marketing budget, the Library is not able to reach all its potential customers. We offer powerful research databases through a resource called Find It Virginia, but getting the message about these databases beyond public librarians and school teachers to the general public (who can use a Virginia public library card to access Find It Virginia) has been a challenge. When customers do learn about the availability of subscription databases, the response is always enthusiastic. The Library recently made the Newsbank database service available to state government officials, legislators and other state government employees. This database provides access to current and past issues of almost 600 American newspapers and includes a powerful search and e-mail service. Over 500 government employees registered to use the service immediately after its availability was announced through the Leadership Communiqué issued by the Governor's Office.

There is also a large audience across the state for the Library's exhibitions, but the Library currently lacks funding and staffing to create traveling versions of our in-house exhibitions and coordinate their display in local libraries, museums, and other venues.

Future Direction, Expectations, and Priorities

Technology is the major driving force in the library and information world, and the Library must position itself to respond appropriately to technological changes as they occur. It is impossible to predict the future in this arena, but certain trends are clear. The electronic age allows the Library to serve more people, much faster, and more effectively than ever before. Yet, the electronic environment has huge costs associated with it that the Library is struggling to meet. Electronic records (such as those about to be transferred to the state archives when Governor Warner leaves office) must be stored securely for perpetuity, requiring regular migration to new technologies over time (attention that paper records do not require). Providing access to these records to researchers while protecting the authenticity of the original records is also a challenge. In addition, the Library is purchasing fewer and fewer paper subscriptions to magazines and journals, preferring instead to obtain the content from these publications through subscription databases – in part because these offer powerful search capabilities that customers prefer and in part because some journals are now being published only in electronic format. In the past, if the Library purchased a paper copy of a journal and then later cancelled the subscription, the Library would still own all the issues previously purchased. Now, discontinuing an electronic subscription means the Library loses all the content in the database and has nothing permanent in the collection to show for its past payments. The implications for this are yet to be addressed by libraries and publishers. These are among the considerations affecting the Library's planning for the future.

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Impediments

The Library is concerned about the inadequate level of state funding that it receives compared with other educational institutions in Virginia. Although a state agency serving all the Commonwealth's citizens, state government, and Virginia's entire public library system, we are consistently ranked among the very small academic and the mid-sized public libraries, serving far smaller constituencies, in terms of our overall collection development budget. The Library, moreover, has only a fraction of these same institutions' funding for electronic subscriptions. This is a serious impediment as we attempt to meet the research needs of Virginia government and citizens.

The structure of the Library's budget as found in the Appropriation Act also serves as an impediment to government officials and lawmakers in their attempt to understand the Library's funding. The Library's general fund budget of more than \$28 million looks generous for an agency our size, but observers often miss the fact that this amount includes more than \$16 million in direct aid to local libraries in Virginia and approximately \$2.3 million that the agency pays directly to the Department of General Services to rent the Library building. This leaves the Library with about \$9.7 million of the general fund allocation. Seventy-two percent of this amount is used to cover the salaries of Library staff, leaving the agency with only \$2.6 million to cover operations relating to the agency's service areas. The significance of having more than \$18 million of pass-through funding in the Library's budget is not understood by most officials and lawmakers.

Another concern of the Library's is that our library development and information technology programs are funded almost entirely with federal funding through the Library Services and Technology Act. Should that funding stream disappear, two vital Library programs would be crippled.

Agency Background Information

Statutory Authority

Title 42.1 of the Code of Virginia addresses libraries in the Commonwealth and authorizes the Library of Virginia.

§42.1-1 establishes the Library of Virginia at the seat of government and directs the Library to purchase and maintain a general collection of books, periodicals, newspapers, maps, films, audiovisual materials and other materials for the use of the people of the Commonwealth as a means for the promotion of knowledge within the Commonwealth. It designates the Library of Virginia as an educational institution and as the library and archival agency for the Commonwealth. §42.1-1(6) authorizes the Library to give direction, assistance and counsel to all libraries in the Commonwealth, to communities that wish to establish libraries, and to all citizens on issues relating to library administration, collection development, cataloging, and similar subjects. §42.1-11 authorizes the Library Board to edit, arrange, and publish materials in the Library's collection and manuscripts relating to the history of Virginia.

§42.1-19 declares that the Library of Virginia shall establish a depository system and send to the members thereof copies of state publications. § 2.2-609 states that every agency, institution, collegial body, or other state governmental entity shall furnish such number of copies as may be designated by the Librarian of Virginia of each of its publications at the time of issue to the Library of Virginia for its collection and copies sufficient for the depository system and for exchange purposes. Title 44, United States Code, §1902-1903, provides for the gathering and dissemination of "all Federal information regardless of format that is of public interest or educational value" to the Library of Virginia through the Federal Depository Library Program.

§42.1-32.1 states it to be the Commonwealth's policy, as part of its provision for public education, to promote the cooperation and networking of all public, academic, special, and school libraries and places authority in the Library Board to assist in developing this cooperation among libraries

§42.1-46 – 42.1-54 of the Code provides for a state-aid grant program, to be administered and distributed by the

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Library of Virginia under the authority of the Library Board. §42.1-52 authorizes the Library Board to develop standards under which library systems and libraries shall be judged eligible for state aid.

§42.1-76 through 42.1-91, known as the Virginia Public Records Act, establishes a single body of law applicable to all public officers and employees on the subject of public records management and preservation and attempts to ensure that the procedures used to manage and preserve public records will be uniform throughout the Commonwealth. §42.1-15, pertaining to the duties of the Librarian of Virginia, assigns the Librarian responsibility for the proper care and preservation of the Commonwealth's library and archival collections entrusted to the Library. §42.1-79 designates the State Library Board as official custodian and trustee for the Commonwealth of all public records and assigns to the State Archivist responsibility for carrying out such functions as are necessary to ensure the permanence of such records. §42.1-82 authorizes the Library Board to issue regulations facilitating the creation, preservation, storage, reformatting, and management of public records. §42.1-83 assigns the Library Board the responsibility for establishing and executing a program to inventory, assess, and reformat the official records of Virginia's counties, cities, and towns. §42.1-86 directs the Librarian of Virginia to establish and maintain a program for the selection and preservation of public records considered essential to the operation of government and for the protection of the rights and interests of persons and to make such records available to the public.

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Customer Base:

Customer Description	Served	Potential
Academic and special libraries	72	159
Book stores/outlets/library acquisitions	70	
Clerks of court	120	120
Exhibition visitors	50,000	50,000
Heritage tourism industry	85,000	85,000
K-12 school librarians		
Lecture, program, and special event attendees	1,200	1,500
Legislative personnel		
Library staff		
Library visitors and researchers	120,000	200,000
Library web site user sessions	1,800,000	
Local government agencies	351	351
Local library boards, foundations, and friends groups		
Museums, historical societies, and cultural institutions	20	20
Professional associations		
Public library card holders	4,334,753	4,386,330
Public library systems and directors	91	91
Regional authorities	5	5
State agencies, boards, and commissions	194	194
State agency resource centers	10	10
State and local government officials	175	300
State and local records officers	1,835	1,835
State document depository libraries	13	13
Students and teachers (tours)	643	1,000
Virginia Shop customers		2,000
Visitors to Capitol Square	420,610	

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Anticipated Changes In Agency Customer Base:

Creation or elimination of government bodies: The existing customer base changes according to the establishment or abolishment of boards, commissions or other state or local agencies that create public records.

Recognition of requirements for storage of archival records: A growing understanding among localities of the requirements for the maintenance and storage of permanent archival records increases requests for storage of original archival records and consultation on records management and collection development. A growing understanding among museum and cultural institutions of the requirements for the maintenance and storage of permanent records increases requests for consultation on preservation management and collection development.

Increase in virtual visitation: The Library of Virginia's web site annually hosts 2.1 million user sessions, with most researchers accessing online collections, research guides, and other content-rich resources. The Library's publications program is increasingly a part of this online educational effort, developing new content for students and teachers—especially through its Virginia Memory Project—as well as online exhibits, selected publications, and other resources, creating additional use of the web site.

Expanded product development: Customer base grows as new products are developed for the Library's recently reopened Virginia Shop as well as the retail outlet for the Capitol's new exhibit and education facility, scheduled for completion in 2007. Other anticipated new products include online and/or print-on-demand editions of selected reference books and collection guides.

Technically savvy customers: The Library of Virginia is increasingly assisting a rapidly evolving customer base. It is not, though, a change in the customer demographic but rather a change in customer orientation. Customers, irrespective of age, are technically proficient, with technically oriented expectations. Whereas in recent years most of the Library's customers accessed collections onsite or contacted the Library via telephone, letter, fax, or e-mail, the expectation now is that the agency as a matter of course adds at an increasingly fast pace substantial, high-quality resources to its website. Customers anticipate technically sophisticated access to more and more print, manuscript, photographic, and cartographic collections—at a pace that places severe pressures on conservation-preservation efforts.

Increasing popularity of heritage tourism: In 1995, a survey for American Demographics magazine found that 4 in 10 adults, or 113 million people, were at least somewhat interested in local and family history. That number grew to 6 in 10 adults by 2000. These numbers led the tourism industry and historical museum community to develop programs and events that appeal to "heritage tourism." There are few stronger programs than in Virginia. The Library of Virginia and its collections are recognized nationally as the center for the study of the Commonwealth's history, including the extremely popular field of genealogy and family history.

Litigation: Increasingly complex litigation requires exhaustive examination of state agency and locality archival records maintained by the Library. Some examinations are protracted. Library staff are routinely refining access points and making every effort to provide enhanced access to increasingly complex state government records series. Equal terms of access apply, placing pressure on the Library to meet demanding discovery schedules.

Electronic records: The substantial increase in the creation of records in an electronic format presents an entirely new set of preservation issues for archival materials. The rapidly changing world of technology combined with the requirements that archival materials be permanently preserved and accessible, presents a challenge to LVA staff, both in terms of preservation and access, as well as consultation requests from state agencies.

Changes in Circuit Courts: Virginia's 120 circuit courts are implementing significant changes in how they provide services to citizens and local communities. Faced with increasing demands for quick, efficient access to a wide range of court records while at the same time hampered by reduced budgets and staffing as well as often inadequate records storage facilities, the Circuit Courts are increasingly turning to the conversion of traditional paper records to digital format. The rush to digitize, in turn, will place additional pressures on the Library's

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Circuit Court Records Preservation Program – for grant funding, guidance, and reformatting services.

Population growth: As Virginia's population grows, demand for additional cooperative services is expected to increase, placing a strain on the Library's fiscal and human resources in this service area.

Demographic shifts: Demographic changes, including the large population growth in several regions of the state immigration that adds people of diverse ethnic and cultural backgrounds, and the rapid aging of Virginia's citizenry, will result in needed adjustments in library service within the Commonwealth and will increase the demand for additional library services and consulting services from the Library of Virginia.

Increased visitation: Programming and recreational travel associated with the approaching 400th anniversary of the settlement of Virginia is expected to have an impact on visitation to the Library and use of its resources.

Expanded online access to resources and services: The Library recently negotiated access to an online database to over 600 national newspapers, giving full text access and search capability to members of the General Assembly and state agency personnel. The outcome of the National Digital Newspaper Program undertaken with the National Endowment for the Humanities will continue to increase visitation to the Library's Web site.

Increase in the number of library buildings: With library construction on the rise and many library systems expanding service with the addition of new facilities (there are currently more than 345 libraries in Virginia), the demand for consulting services is expected to increase.

Mergers and dissolutions of regional libraries: As libraries reconfigure and reorganize themselves, these changes will have an impact on services provided by the Library of Virginia.

Increase in the number of Friends of the Library and Library foundation groups: As these groups increase in number, their need for consulting services in areas such as fund-raising, mission, organizational structure, and legal issues will also increase.

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Agency Partners:

American Antiquarian Society

Association for the Preservation of Virginia Antiquities

Capital Area Library Directors

Capitol Square Preservation Council

Circuit Court Clerks Association

Etherington Conservation Center

Friends of the Virginia State Archives

Genealogical Research Institute of Virginia

General Assembly, Joint Subcommittee Studying the Public Records Act (HJR 6)

Huntington Library

Institute of Museum and Library Services

James River Writers

Jamestown 2007

Library of Congress

Mid-Atlantic Regional Archives Conference

Museum of the Confederacy

National Association of Government Records Administrators

National Endowment for the Humanities

Online Computer Library Center

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Patrick Henry Memorial Foundation

ProQuest/University Microfilms International

Richmond Area Library Consortium

Society of American Archivists

Southwest Technology Group

State Historical Records Advisory Board

Tidewater Area Reference Librarians

Virginia Capitol Foundation

Virginia Foundation for the Humanities

Virginia Genealogical Society

Virginia Information Technologies Act

Virginia Library Association

Virginia Public Library Directors Association

Virtual Library of Virginia

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Agency Products and Services:

Current Products and Services

Public Records

- Development and promulgation of records retention and disposition schedules: A retention schedule describes the records of an agency or administrative unit, establishes a timetable for the life cycle of the records series, prescribes an ultimate disposition for the records, and serves as the legal authorization for the disposition of public records. All agencies of government must have a current retention schedule in place for proper records management.
- Records Management consulting services: The Library provides guidance and assistance on the effective and efficient management of public records to all state and local agencies and their designated records officers.
- Electronic records standards: The Library is developing standards and guidelines for the secure storage of public records that are generated in digital format. The stipulations found in agency retention schedules apply to electronic as well as paper records, but retaining digital files for future use in an age of rapidly changing technology poses numerous new issues and challenges.
- Training: The Library offers training for state and local records officers, in Richmond and at selected locations across Virginia, in the basic principles of records management, the management of electronic records, legal requirements, disaster planning, and business recovery.
- Records storage: The Library operates the State Records Center, located in Henrico County, which provides secure, climate-controlled storage for inactive public records and for low-use archival records. Agencies pay fees that are competitive with those charged in the private sector to store their records in the Records Center until the retention period for the record series has expired.
- Access to records: The State Records Center staff pick up and deliver agency records within a 100-mile radius of Richmond.
- Media storage: The State Records Center contains a secure, climate-controlled vault area in which media copies of permanent state and local records is housed. Agencies often need to obtain copies of the materials contained on this film, and Records Center staff handles these requests.
- Media quality control: Records Center staff routinely inspect security copies of media on arrival from the vendor, to be certain that the media is a faithful representation of the original documents and could be reproduced in the future, should it be needed.
- Confidential destruction of records: The State Records Center offers secure shredding services, to ensure that official records are destroyed safely and confidentially at the end of their life cycle.

Archival Records

- Access to archival records: In order to provide researchers with access to the valuable archival records from Virginia's localities, Library staff must organize the collections, place them in a logical arrangement, create accurate finding aids, and enter authoritative online catalog records into searchable databases for easy retrieval.
- Preservation and conservation: Original archival materials frequently come to the Library showing the results of years of custodial neglect. Preservation or conservation treatment is frequently required before other steps are taken with the material, especially access by the public.

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- Consultation on archival records management: Staff provides expert consultation services to counties, cities, and towns on the management of archival records, including the inventory, assessment, conservation, storage, and security requirements for records deposited in the Library or held within local courthouses and other facilities.

Historical Publications and Programs

- Dictionary of Virginia Biography: Publication of the Dictionary of Virginia Biography – a nationally recognized, major reference work supported in part by the National Endowment for the Humanities.
- Historical studies: Publication of significant studies of important aspects of Virginia history and culture including, most recently, the first book-length analysis of the development of Virginia’s legislative system in the seventeenth century.
- Documentary editions: Publication of important documentary texts that capture the complexities and the nuances of Virginia’s history, including the forthcoming collection of the papers of the Commonwealth’s most significant seventeenth-century royal governor, Sir William Berkeley.
- Catalogs: Publication of catalogs and other materials that present the Library and the Commonwealth’s remarkable manuscript, book, art, and other collections to general audiences, most recently A Capital Collection: Virginia’s Artistic Inheritance, highlighting treasures from the Capitol and the Executive Mansion.
- Guides and research aids: Publication of detailed guides and other research aids to the Library’s immense archival collections including, most recently, a detailed guide to the many thousands of Virginia church records in the Library’s archives.
- Editorial assistance: Expert assistance with the agency’s multiple informational publications, including the Library’s newsletters, annual reports, brochures, and an extensive series of print and online research notes and guides.
- Exhibitions: Extensive on-site and traveling exhibitions including the immensely popular Virginia Roots Music and Radio in Virginia.
- Public programs: Extensive series of popular lectures, symposia, and other public events highlighting important new fiction and non-fiction by Virginians as well as discussions of important topics by nationally known writers, teachers, and business, community, and government leaders.
- Web resources: Development of a wide-ranging web-resource for students, such as the Virginia Memory Project, offering essays, research guides, documents, and pictorial materials that can be used in part to support Virginia’s Standards of Learning.
- Literary Awards: Coordination of the Library’s annual Virginia Literary Awards competition for fiction, non-fiction, and poetry, in cooperation with the James River Writers Festival.
- 2007 activities: Coordination of a wide range of Library public programs and activities illuminating important and engaging aspects of Virginia’s 400th anniversary in 2007.

Archival Research Services

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- **Conservation:** Conservation of original archival items for executive, legislative, and judicial branches of Virginia state government to preserve the material for posterity.
- **Arrangement and description:** Processing, arrangement and description of original archival items to promote access to this material by researchers within the Commonwealth and around the world.
- **Collection development:** In addition to the Code-mandated collection of Virginia state agency records, the Library also seeks and acquires Virginia-related archival items. These non-governmental items provide a more intimate/human face to history and document the thoughts and daily activities of individual Virginians.
- **Research consultation and assistance:** This service takes place both in-person and through contacts by mail, e-mail, telephone and fax. Staff can provide the information requested, provide copies of sources requested, or make referrals to other resources outside the Library for answers.
- **Presentations on collections:** This service is directed to interested constituent groups that may be local or national. The focus can be on the content of parts of specific collections or on collections related to specific topics. Attendance ranges from small groups to audiences of 100 or more.
- **Collection guides, reports, and finding aides, research notes, and bibliographies:** These products are produced by the staff to describe and aid in the use of collections, as well as provide periodic information on recently received materials.

Conservation and Preservation

- **Conservation Laboratory:** Full-service Conservation Laboratory facilities, for the mending, stabilization, de-acidification, and cleaning of manuscript and printed paper items.
- **Reformatting Laboratory:** Full-service Reformatting Laboratory facilities, for the preservation reformatting of Library collections to film, microform, and electronic format.
- **Media Services:** Full-service Media Services for the quality control, inspection, and secure archival storage of microform, photographic, electronic, audio, and video materials.
- **Conservation-preservation consultation:** Full-service consultation and coordination for conservation-preservation of the Commonwealth's painting and sculpture collections.

Circuit Court Records Preservation

- **Records retention and disposition guidelines:** Guidelines and procedures for the records retention and disposition of Circuit Court Records.
- **Consulting services:** Expert consultation services on the inventory, assessment, conservation-preservation, storage, and security of Circuit Court Records.
- **Grants program:** Grants program to fund the onsite assessment, organization, processing, reformatting, and public access to Circuit Court Records.
- **Digitization contract:** Cooperative program with the Virginia Information Technologies Agency (VITA) to offer state contract services for the conversion of Circuit Court Records to digital format for

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online access and to microform for long-term preservation.

- Full-service Reformatting: Laboratory facilities for the preservation reformatting of Circuit Court Records collections to microform and electronic format.
- Media services: Full service Media Services for the quality control, inspection, and secure archival storage of microform, photographic, electronic, audio, and video materials.
- Archival services: Expert archival services for the organization, processing, storage, reformatting, and public access to Circuit Court Records deposited at the Library of Virginia.
- Storage: Permanent secure storage at the Library's State Records Center of electronic, microform, or other preservation media used in reformatting Circuit Court Records.
- Finding aids: Online and print finding aids and other research guides to Circuit Court Records at the Library of Virginia and in localities.
- Research access: Open research access within each locality's Circuit Court Clerk's office and within the Library of Virginia to collections processed and reformatted according to stringent archival standards.
- Chancery Court database: Open access through the Library's web page to a personal-name index to an immense range of pre-1913 circuit court chancery records.

Cooperative Library Services

- Find It Virginia databases: Licensing agreements that provide access for Virginia libraries and citizens to a series of powerful research databases known as Find It Virginia. Included in this grouping are a wide array of Gale-Thompson, SIRS, and ELibrary databases of with citations and full texts of newspaper, journal, and magazine articles, bibliographies, research papers, business reports, radio transcripts and many other Internet resources. None of these are available to individuals on their own, but are made possible through IMLS funding administered by the Library.
- FirstSearch
- NetLibrary
- Summer Reading Program: Materials, planning, and training workshops for a statewide Summer Reading Program for children and young adults that is made available through Virginia's local public libraries.
- Literacy/Early Childhood Education
- Interlibrary Loan: The Library participates as a net lender in a statewide and national interlibrary loan network, sharing the Library's resources with readers and researchers across the state and the country and obtaining for government officials, agencies, and LVA patrons works that the Library does not own. This service helps libraries in Virginia avoid duplication and maximize the buying power of their extremely limited fiscal resources.

Research Library Services

- Research services: Logical arrangement, accurate finding aids, authoritative online catalog records,

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and responsive reference, retrieval and delivery services make it possible for users to access and obtain information from the valuable materials in the collections of the Library of Virginia.

- Collection development: Staff seeks currently published and rare materials worldwide that are published about Virginia or written by Virginians, as well as published material that contributes to an understanding of Virginia's people, history and culture.
- Collection guides, reports, and finding aides, research notes, and bibliographies: These products are produced by the staff to describe and aid in the use of collections, as well as provide periodic information on recently received materials.
- Documents Depository Program: The State Documents Depository Program provides the citizens of the Commonwealth with free access to publications produced by state government agencies, boards, commissions and other government entities by collecting and distributing publications to 13 designated depository libraries around the state.
- Consultation and research assistance: This service takes place both in-person and through contacts by mail, e-mail, telephone and fax. Because of the specialized knowledge acquired in many areas, such as rare books, staff can provide information requested, copies of sources requested, or make referrals to other resources outside the Library.

Consultation to Libraries

- Virginia Public Library Extranet: The Extranet is a web site of resources for Virginia public library directors and staff.
- Listservs for library directors and staff.
- Bibliostat: A statistical tool for tracking vital information about Virginia's libraries, which must be reported annually to the federal government.
- Continuing education: Programs for librarians and library staff in areas such as technology, networking, planning, and other topics.
- Workshops and training for trustees of local libraries.
- Publication of the Virginia Public Library Trustee Handbook, a resource guide for those who set policy for Virginia's public libraries.
- Consulting services: Expert consulting services to libraries in areas such as library administration, library governance/trustees, children and youth services, technology, the federal E-rate program, and working with library advocates (such as Friends groups and foundations).
- State aid program: The State Aid grant program, with responsibility for distributing the \$16 million state aid appropriation.

General Management

- Human Resource management services: The Office of Human Resource Management provides employment, benefits, employee relations, training and compensation services to the Library staff and

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management as well as consultative services to public libraries directors throughout Virginia. These services support the staff and management of the Library and the public libraries of Virginia and ensure that they are well-equipped to deliver programs and services that will preserve the culture and history of the Commonwealth.

- Fiscal services: Comprehensive accounting, budget, financial reporting and procurement programs, managing fiscal resources of the Library within the guidelines and requirements promulgated by the Commonwealth and in compliance with Federal program regulations.
- Public information services: Agency brochures, the Library's newsletter, the bill tracker of legislation affecting libraries and the Library of Virginia, the annual report, news releases and the Library's Web site and events line.
- Photographic and digital imaging services: Digital imaging, photography, traditional printing, microfilm prints and digital prints of maps, archival materials, papers, drawings, documents, photographs, plates, rare books, and the Capitol Hill art collection.
- Graphic design services: All aspects of graphic design for agency publications, books, documents and exhibits.
- Retail services: The Library operates the Virginia Shop to enhance the visitor experience by providing quality merchandise related to collections, exhibitions and programs of the Library of Virginia; build public awareness of the Library of Virginia through its products and programs; financially support the Library's mission through the sale of related products; and advance knowledge of Virginia history and culture through the sale of the Library's products as well as selected merchandise from other institutions and publishers.
- Facilities management services: The Office of Facilities Management operates and maintains the agency's facilities, including the Library of Virginia Building and the State Records Center. The latest technology is used to provide the environmental conditions and security measures necessary to preserve and protect the rare and priceless collections of the Library, while providing the public access to the maximum extent possible. Other support services provided are mail and supply services, scheduling and coordination of the public meeting rooms by internal and external groups, and patron information and reception services.

Information Technology

- Easy, efficient access to Library collections
- Data and preservation storage
- High-speed internet access and public wireless connectivity
- Technology consulting
- Internal project management, including management of the Library's integrated library system
- Database applications and development
- Web site development and maintenance

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- Management of multiple listservs
- Hardware and software standardization, integration, and refresh
- Technical support
- Business recovery and planning

Factors Impacting Agency Products and Services

Public Records

- Insufficient staff to provide all the consulting, training, and scheduling needs of state and local agencies and to fulfill all the mandates of the Virginia Public Records Act.

Archival Records

- Continuing transfer of traditionally formatted [i.e., paper] archival materials requires staff time, supplies for rehousing, and storage space. Rapidly decreasing storage capacity within LVA facilities requires careful monitoring. Funding for archival materials requires adequate and consistent funding support.
- The growing prevalence of alternative formats [digital, electronic, video, sound] present new and often costly challenges to staffing and supply needs. Maintenance and specialized storage requirements are issues that must be faced. The rapid increase in “born-digital” archival materials presents an enormous challenge – the issues of storage, migration, and access are continuous needs due to the uncertain stability of fragile electronic formats.
- With the increasing demand for the online availability of records from the collection, there is an increasing demand for staff to provide ready access through the Internet and other technological means, as well as the necessity for maintaining material in an age of rapidly changing technology.
- Consultation and research assistance is affected by changing local and national economic conditions. Increased costs of gasoline, for example, can result in fewer visits to localities by Library staff. Since an important funding source for this service area is revenue generated by fees collected at the time of recording of certain legal documents, programs and services would be impacted by a decline in recording activities.

Historical Publications and Programs

- Citizens’ and government’s growing need for e-access to Library resources requires an ever-increasing need to convert traditionally print materials to electronic format.
- Keeping pace with this product demand will substantially increase pressures on the Library’s publication budget, in some cases requiring dual-format publication.
- Developing, designing, and mounting additional materials to the Library’s website creates substantial additional demand on the Library’s publications and information-technology programs.
- The rapid pace of technological change will also require that the Library designate sufficient budget resources in order to re-position its publication and educational programming initiatives.

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Archival Research Services

- Continuing transfer of traditionally formatted (i.e., paper) archival materials, requires staff time, supplies for rehousing, and storage space. Funding for materials and rapidly decreasing storage capacity within Library facilities are issues which continually need attention.
- The advent of alternative formats (digital, electronic, video, sound) present new and often costly challenges to staffing and supply needs. Maintenance and specialized storage requirements are issues that must be faced. The rapid increase in electronic-origin archival materials presents an enormous challenge – the issues of storage, migration, and access are continuous needs due to the uncertain stability of fragile electronic formats.
- With the increasing demand for the online availability of records from the collection, there is an increasing demand for staff to create access points as well as the necessity for maintaining this material in an age of rapidly changing technology.
- The availability of more records in the collection in various formats (microfilm, digital collections on-line) creates a demand for staff presentations on the use of these collection resources.
- Demands for staff attention in other areas can slow the staff's ability to produce research notes, bibliographies and finding aides.

Conservation and Preservation

- Citizens' and government's increasing need for e-access to Library resources requires that web-mounted collections are first conserved, then scanned, organized by meta-data, archived electronically, and later migrated to other digital platforms.
- Keeping pace with this product demand substantially increases pressures on the Library's traditional conservation-preservation budget.
- Significantly escalating the number of conserved and reformatted materials available on the Library's website places substantial additional demand on the Library's information technology infrastructure.
- The rapid pace of technological change will require that the Library designate sufficient budget resources in order to maintain its conservation-preservation infrastructure.
- In addition, the breadth of expertise now required for the laboratory conservation of rare materials, the preservation of that material by specialized microform and digital reformatting, and the safe, secure storage of the electronic files all require a range of knowledge and experience never before required on such a scale. Moreover, the expertise needed is highly marketable, which in turn raises critical issues related to recruitment and retention.

Circuit Court Record Preservation

- Virginia's Circuit Courts sustained significant budget reductions in 2002 and immediately thereafter. At the same time citizens' and government's increasing need for rapid e-access to information, especially court records, places considerable pressure on already stretched fiscal and staff resources, which in turn will affect the Library's Local Records Program with far higher needs for consultation, archival, and reformatting services.

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- Digital scanning is growing at an unprecedented pace. Circuit Court Land Records, for example, are to be fully scanned and available online by July 1, 2006. This will also lead to significantly heightened expectations for other major scanning efforts.
- Traditional paper records, however, remain very much a part of each Circuit Court and increasingly consume valuable space and staff attention. Thus these older materials will still require organization, processing, and reformatting.
- The rapid pace of technological change coupled with the Library's long-standing archival responsibilities will require that the Library somehow designate sufficient budget and staff resources to address its now two-fold mission to care for electronic and paper records.
- In addition, the breadth of expertise now required for collecting, organizing, and archiving electronic records requires skill sets never before required on such a scale, which in turn raises critical issues related to recruitment and retention.

Cooperative Library Services

- Instability of state and federal funding streams for cooperative library services.
- Population increases
- Demographic shifts
- Changes in technology
- Maintenance of partnerships
- Training
- Marketing
- Copyright and licensing issues

Research Library Services

- The growing availability of alternative formats [digital, electronic, video, sound] present new and often costly challenges that impact budgetary, staffing and supply needs.
- The increasing demand for the online availability of material from the collection has effected the acquisition of sources in traditional formats. Online resources have a continuing cost that is higher than materials acquired in traditional formats.

Consultation to Libraries

- The Library has limited staff resources to devote to library development activities. With additional staff, services could be expanded in areas that would greatly assist public libraries.
- The Library's library development and networking activities are entirely dependent on the federal LSTA program. Should this funding stream cease, Virginia's library development program would have to seek state funding or be curtailed, which would be a disaster.

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- The impending retirement of the baby boom generation is expected to create a shortage of librarians, particularly librarians with management experience, as fewer young people are entering the profession at the present time.
- Changing demographics, particularly the aging of Virginia's population and its increasingly diversity.
- Technological changes that cannot always be predicted have a profound effect on library services and library planning.
- The Library has commissioned outside consultants to conduct an independent study of public libraries in Virginia, to be completed by the end of 2005. The recommendations of the study are not yet known, but will have an impact on the Library's services for public libraries.

State Aid Formula

- At the present time, the state-aid formula is not fully funded by the General Assembly, causing hardships for libraries across Virginia.
- Regulations
- Requirements and guidelines for state aid may be affected if the General Assembly acts on several of the recommendations contained in a 2001 JLARC study of state aid in the Commonwealth.

Anticipated Changes in Agency Products and Services

Public Records

- Increased demand for training and consultation services, due to media coverage of records-related scandals such as Enron/ Arthur Anderson and the passage of the Sarbanes-Oxley Act.
- Expand confidential destruction services at the Records Center to include computer media such as hard drives and tapes.
- Provide long-term high security storage of computer media.

Archival Records

- The increase in the number of electronic records created by local governments requires careful planning for storage, monitoring for degradation, maintenance of integrity, and software compatibility – all are issues for which there is not a ready answer and will require increasing amounts of money and staff time.
- The Technology Trust Fund established by Section 17.1-279 of the Code of Virginia encourages development and implementation of land records automation plans and for clerks of court to provide remote access to land records throughout the Commonwealth. Archival preservation of these important permanent records will be a focus in future planning for this service area.
- Provide a digital records center for the secure storage of inactive state and local digital records.

Historical Publications and Programs

- Customer demand for online historical resources will increase at ever higher rates as the

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Commonwealth approaches its four-hundredth anniversary.

- The demand will likewise require significantly enhanced training in digital-content development and revised staffing assignments, so that multiple departments can together address a variety of specialized tasks formerly completed within a smaller group.
- Consortia will increasingly become the most effective way to coordinate and develop wide-ranging, complex educational initiatives.
- The statewide interest in traveling exhibits and in distance-access to lectures and other public programs will continue to grow and will require additional resources.
- Increased demand for more tours of the Library, its exhibitions, and its collections, particularly for schools.

Archival Research Services

- The increased creation of electronic records requires careful planning for storage, monitoring for degradation, maintenance of integrity, and software compatibility – all issues for which there is not a ready answer and will require increasing amounts of money and staff time.
- A major national genealogical conference will meet in Richmond in 2007, bringing 2000+ participants and requiring active participation in the planning and preparation for the meeting.

Conservation and Preservation

- Customer demand for online historical resources will increase at ever higher rates as the Commonwealth approaches its four-hundredth anniversary, placing additional pressure on conservation-preservation workflow and resources.
- The demand will likewise require significantly enhanced training in conservation-preservation and reformatting procedures and revised staffing assignments, so that multiple departments can together address a variety of specialized tasks formerly completed within a smaller group.
- The growth of product demand will also significantly increase the Library's reliance on public-private partnerships, which with adequate funding will provide several opportunities to increase services substantially while effectively investing resources.

Circuit Court Records Preservation

- Customer demand for reformatted materials, particularly to electronic media, will guide much of the Library's thinking as it revamps its Circuit Court Program to provide these much-needed services.
- The Library will also assess and enhance its Circuit Court Grants Program in order to be as responsive as possible to changing needs ranging from basic archival services such as collection inventory to wide public access to digital collections.
- The growth of product demand will also significantly increase the Library's reliance on public-private partnerships, which with adequate funding will provide several opportunities to increase services substantially while effectively investing resources.

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Cooperative Library Services

- Search enhancements (cross-database searching)
- Price increases
- New products

Research Library Services

- The approaching 400th anniversary of Virginia's settlement will increase demands for use of all library historical resources, reference services and specialized knowledge.
- The outcome of the National Digital Library Program may encourage other cooperative efforts with Virginia's public and academic libraries.
- The State Documents Depository System will change significantly as it addresses the growing number of state publications that appear only in electronic format on state agency Web sites.

Consultation to Libraries

- The recommendations that emerge from the commissioned study of Virginia's public libraries will most likely have an impact on future products and services.
- The need for a consultant with expertise in programs and services for the elderly in light of Virginia's aging population.
- Need to establish core competencies

State Aid Formula

- Library service in the Commonwealth will be affected if the state aid appropriation changes, either increased or decreased.
- Regulations
- It is anticipated that the Himmel and Wilson study of public libraries in Virginia, *Inventing the Future of Public Library Service in Virginia*, will have recommendations that will affect library products and services.
- Several critical statewide library issues related to the state-aid formula (such as equalization, full funding, collaboration/cooperation, library director certification, and internet filtering) are likely to be addressed by future legislation, requiring changes to current services.

General Management

- State funding cycles

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- Inadequate staffing levels
- Customer demands, both internal and external
- Legislative initiatives
- Recurring costs after initial investment in equipment and the Library's infrastructure

Agency Financial Resources Summary:

	<u>Fiscal Year 2007</u>		<u>Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$28,148,646	\$7,850,994	\$28,148,646	\$7,850,994
Changes To Base	\$3,217,045	\$2,055,495	\$2,471,194	\$2,222,260
AGENCY TOTAL	\$31,365,691	\$9,906,489	\$30,619,840	\$10,073,254

Agency Human Resources Summary:

Human Resources Overview

As of June 1, 2005, the Library of Virginia has an authorized maximum employment level (MEL) of 194 positions with 180 currently filled and 14 vacant. The Library operates the main facility, located at 800 East Broad Street, which houses the administrative offices of the Librarian and Deputy Librarian of Virginia as well as Collection Management Services, Library Development and Networking, Information Technology, Records Management and Imaging Services, Finance and Administrative Services, the Library Foundation, the Virginia Shop, and Archival and Information Services which includes the public reading rooms. In addition, the Library operates the State Records Center on Charles City Road in eastern Henrico County. The majority of staff is housed in the main library building and approximately 12 to 15 are employed at the Records Center.

The Library uses 33 role codes with the largest employee population (131) in the Library Specialist series. These employees provide a wide variety of services to the public which include

- Selecting, acquiring, cataloguing, classifying, circulating and maintaining library materials;
- Furnishing bibliographical and references services;
- Working with databases and information systems to catalog and access information;
- Compiling, sorting, storing and retaining records;
- Providing guidance and professional services in the management of public libraries for better services;
- Ensuring the preservation, safekeeping, and archival integrity of permanent records and historically valuable documents

An aging workforce with increased eligibility for retirement and low pay for librarians, particularly in the public sector, are the most significant issues facing the Library.

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Full-Time Equivalent (FTE) Position Summary

Effective Date:	6/1/2005
Total Authorized Position level	194
Vacant Positions	14
Non-Classified (Filled).....	0
Full-Time Classified (Filled)	180
Part-Time Classified (Filled)	0
Faculty (Filled)	0
Wage	20
Contract Employees	0
Total Human Resource Level	200

Factors Impacting Human Resources

There are approximately 15 employees who are eligible currently for retirement at the Library of Virginia. Over the next 5 to 10 years an additional 13 employees will become eligible creating the potential for the loss of nearly 20% of the workforce. The average age of the Library's staff is 46 and the average number of years of service is 10.7.

The Library of Virginia serves as the official state archival repository and reference library at the seat of government and is, therefore, a desirable employer for professional librarians. Although turnover has not been a significant issue at the Library of Virginia, the continual rise in the cost of living and higher salaries offered by other academic and private institutions make it increasingly difficult to remain competitive in this labor market.

Anticipated Changes in Human Resources

Given the age and retirement eligibility as well as reasonably expected turnover of the workforce, there is the potential need to replace 20% to 30% of the Library's staff over the next 5 to 10 years. The most significant issue is that approximately half of the ten executive managers are eligible currently for retirement and the leadership and institutional knowledge is extremely difficult, if not impossible, to replace.

Advances in technology and subsequent changes in information management will continue to have a significant impact on operations for the Library. Staff will require training to ensure that they are adequately equipped to meet the needs of Library patrons. In addition, the ongoing movement toward an electronic environment will increase the Library's need to compete with the private sector for the required technical expertise.

Additional resources will be necessary for staff replacements, staff retention, salary competition, training, and for potential growth in staff due to the expansion of programs and services offered by the Library.

Agency Information Technology Summary:

Current State / Issues

The Library of Virginia has a strong in-house Information Technology Services Division. This area provides the technology and technological management and assistance necessary to allow users of Library information easy and efficient access to data and systems; provides support for efforts to preserve information through the use of Library technology; and provides technology consulting services to public libraries, localities, agencies and other organizations and project planning and implementation support to Library staff. The Library's IT staff also provides data storage and preservation of electronic records; high-speed internet access and public wireless connectivity; database applications development; web site

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development and maintenance; and management of listservs for many organizations. The Library of Virginia must maintain enough autonomy and technological freedom to continue these services in the way that we believe will best meet the needs of our constituents.

Factor Impacting Information Technology

- Inadequate state funding to meet the challenges and growing needs of electronic/digital record storage, access and long-term preservation.
- Uncertain funding at the state and federal level. Federal budget cuts are especially worrisome, as federal money accounts for over 75% of the Library's IT budget.
- State-mandated requirements and increasing costs associated with participation in VITA make affordability a major issue. Potential PPEA-driven outsourcing further complicates the situation and adds to the uncertainty and potential instability, as well as loss of control and decisions influenced by a private profit-driven company.
- Customer services would have to be reduced if funding cuts and/or cost increases occur.
- Increasing customer demands also impact service as adequate staffing levels must be maintained and necessary equipment and software purchased and implemented.
- Other external factors include a perceived low statewide priority for Library technology projects and VITA's long approval and RFP process.

Anticipated Changes / Desired State

- The demand for services continues to increase from both internal and external customers. Adequate staffing levels and funding will be required.
- Improved and broader access to data, securely and at faster speeds requires technology upgrades at an escalating pace.
- Growth and complexity of electronic resources necessitates new services to be provided, such as policy/procedure/guideline development, project management for new digitization projects and electronic records retention and archival preservation standards and services.
- VITA's PPEA-driven outsourcing may cause changes in our ability to easily and efficiently deliver some of the products and services we currently provide due to loss of resource control. The Library must maintain decision-making authority on how best to meet our customers' needs.

Agency Information Technology Investments:

	<u>Cost-Fiscal Year 2007</u>		<u>Cost-Fiscal Year 2008</u>	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Major IT Projects	\$0	\$0	\$0	\$0
Non-Major IT Projects	\$0	\$580,000	\$0	\$300,000
Major IT Procurements	\$0	\$0	\$0	\$0
Non-Major IT Procurements	\$70,000	\$160,000	\$70,000	\$340,000
Totals	\$70,000	\$740,000	\$70,000	\$640,000

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Agency Goals

Goal #1:

Collections: *Increase significantly by acquisition, conservation-preservation, and open access the most comprehensive library and manuscript collections documenting the Commonwealth's past, present, and future.*

Goal Summary and Alignment:

The Library of Virginia holds, on behalf of all Virginians, the world's most significant collection of books, manuscripts, public records, journals, newspapers, photographs, government documents, and other materials documenting the history of Virginia and its unique place in American and world history. The Library is proactive in continuing to update its collections, by purchasing new titles, subscriptions to periodicals in print and electronic format, manuscripts and rare books that come on the market through auctions and dealers, and by soliciting gifts from individuals and organizations. The Library conserves and preserves the materials in its collection and makes them accessible by cataloging, arranging, describing, and creating finding aids, loaning materials to users through interlibrary loan, and by creating numerous access points in the Library's reading rooms and on the Library's web site.

Service Areas that directly relate to this goal are Management of Archival Records (13702), Archival Research Service (13704), Conservation and Preservation of Historic Records (13705), Cooperative Library Services (14201), and Research Library Services (14206).

This goal aligns with the third, fourth, and sixth long-term objectives established by the Council on Virginia's Future: "engaged and inform citizens to ensure we serve their interests," "elevate the levels of educational preparedness and attainment of our citizens," and "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Statewide Goals Supported by Goal #1

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Objectives For Goal #1

Objective 1.01

Provide responsible stewardship for Virginia's unique and irreplaceable archival and research collections. (KEY)

Measures For Objective 1.01

● Measure 1.01.01

We will acquire, process and preserve manuscript, printed, and electronic materials related to Virginia's history and culture.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: 4,534,800 items acquired, processed and preserved.

Measure Target: 4,705,265 items acquired, processed and preserved (FY 2007).

Measure Source and Calculation:

The source of data will be the Annual Productivity Reports.

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Goal #2:

Public Records: Manage and preserve Virginia's public records through services that promote the most effective management of information essential to the Commonwealth's governance, history, and culture

Goal Summary and Alignment:

Under the Virginia Public Records Act, the Library of Virginia has the responsibility for managing the records generated by all agencies and branches of state and local government. Through its records management program, the Library ensures that state and local government agencies retain the records necessary to serve the best interests of Virginia's citizens and that Virginians have access to the government information they need. An effective records management program also arranges to destroy government information that is no longer needed safely and securely, protecting citizens' privacy, and to transfer to the archives at the Library for permanent retention all those public records that have timeless historical value.

Service Areas that directly relate to this goal are Management of Public Records (13701), Management of Archival Records (13702), and Circuit Court Record Preservation (13706).

This goal aligns with the first and sixth long-term objectives established by the Council on Virginia's Future: to "be recognized as the best managed state in the nation " and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Statewide Goals Supported by Goal #2

- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal #3:

Technology: Use appropriate technology and high technical standards to safeguard and provide access to Virginia's historical collections and information resources.

Goal Summary and Alignment:

In today's world, technology is critical to the mission of an information organization such as the Library of Virginia. It is vital to every aspect of the Library's operation, from procurement of books and materials to preservation of electronic records and digital images to access to the Library's holdings through the integrated library system or the World Wide Web. The Library and its staff cannot function and cannot serve Virginians' information needs if the technology that supports us is not of the highest caliber and continually operational.

Technology is connected to every Service Area in the Library's plan and cannot be separated from the Library's program and service activities. Service Area Information Technology Management (19902) is devoted exclusively to technology funding.

This goal aligns with the first, third, fourth, and sixth long-term objectives established by the Council on Virginia's Future: to "be recognized as the best managed state in the nation, " to "engage and inform citizens to ensure we serve their interests," to "elevate the levels of educational preparedness and attainment of our citizens," and to "protect, conserve, and wisely develop our natural, historical, and cultural resources."

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Statewide Goals Supported by Goal #3

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Objectives For Goal #3

Objective 3.01

Maximize access to the Library's collections and information resources. (KEY)

Measures For Objective 3.01

- **Measure 3.01.01**

We will create, develop and enhance a variety of information portals to facilitate citizen access to the Library's collections.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: Total contacts 2,145,222 composed of: 2,043,619 Information Technology User Sessions + 101,315 Reading Room Patron Electronic Searches of the Databases + 288 On-Line Chat Contacts with Patrons.

Measure Target: Total contacts 2,257,558 composed of: 2,145,800 Information Technology User Sessions + 111,447 Reading Room Patron Electronic Searches of the Databases + 311 On-Line Chat Contacts with Patrons.

Measure Source and Calculation:

Annual statistical reports of user sessions for the Library of Virginia website, Reading Room electronic searches of the databases and contacts through On-Line Chat.

Goal #4:

Consulting: Offer guidance and support to Virginia's libraries, state officials and agencies, and local governments to foster quality library service across the Commonwealth.

Goal Summary and Alignment:

The Library is responsible for administering state and federal aid programs for Virginia's public libraries, in order to ensure that all Virginia citizens have quality library service and open access to information resources in their local communities. To achieve this goal, the Library provides expert consultation and advice to libraries across the Commonwealth in areas such as library administration and management, services to children and youth, trustee development, support groups such as friends of libraries, technology, planning, networking, and library construction.

Service areas that directly relate to this goal are Cooperative Library Services (14201), Consultation to Libraries (14203), and State Formula Aid for Local Public Libraries (14301).

This goal aligns with the third, fourth, and fifth long-term objectives established by the Council on Virginia's Future: to "engage and inform citizens to ensure we serve their interests," to elevate the levels of educational preparedness and attainment of our citizens," and "protect, conserve, and wisely develop our natural, historical, and cultural resources."

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Statewide Goals Supported by Goal #4

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Be recognized as the best-managed state in the nation.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Goal #5:

Outreach and Education: Offer stimulating educational programs to diverse audiences to increase public appreciation and understanding of Virginia's unique history, literature, and culture.

Goal Summary and Alignment:

Since moving to its new building in 1997, the Library has developed a wide array of educational programs ranging from book talks and signing, to exhibitions, symposia, workshops, and tours that share the Library's collections and staff expertise with increasingly larger and more diverse audiences. Educational outreach is an important component of the Library's mission and will help Virginia's citizens understand and appreciate the significance of Virginia's history, culture, and literary heritage.

The Service Area that directly relates to this goal is Historical and Cultural Publications (13703). Corresponding service areas that also relate to this goal are: Management of Public Records (13701); Cooperative Library Services (14201); Consultation to Libraries (14203).

This goal aligns with the third, fourth, and fifth long-term objectives established by the Council on Virginia's Future: to "engage and inform citizens to ensure we serve their interests," to elevate the levels of educational preparedness and attainment of our citizens," and "protect, conserve, and wisely develop our natural, historical, and cultural resources."

Statewide Goals Supported by Goal #5

- Elevate the levels of educational preparedness and attainment of our citizens.
- Engage and inform citizens to ensure we serve their interests.
- Protect, conserve and wisely develop our natural, historical and cultural resources.

Objectives For Goal #5

Objective 5.01

Engage and inform citizens through educational programs and consultation services. (KEY)

Measures For Objective 5.01

- **Measure 5.01.01**

We will offer workshops, lectures, student programs, training opportunities and outreach activities.

Measure Type: Output

Measure Frequency: Annually

Measure Baseline: 263,298 contacts, program attendees and participants.

Measure Target: 265,666 contacts, program attendees and participants.

Measure Source and Calculation:

Source of data is annual statistical reports on the number of contacts, program attendees and participants.

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Goal #6:

Stewardship: Manage the Library's human, financial, and physical resources in keeping with recognize best practices and standards.

Goal Summary and Alignment:

The Library works extremely hard to manage the resources entrusted to its care by the citizens of Virginia as responsibly, effectively, and efficiently as possible. Good stewardship is the hallmark of a well-run agency and the most certain path to earning and keeping the public's trust.

The Service Areas that directly relates to this goal are General Management (19901) and Physical Plant (19915).

This goal aligns with the first long-term objective of the Council on Virginia's Future: to "be recognized as the best managed state in the nation."

Statewide Goals Supported by Goal #6

- Be recognized as the best-managed state in the nation.